

# CITY OF ST. CHARLES FACT BOOK *CURRENT CONDITIONS*



Prepared By:  
Department of Administration

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## **Acknowledgements**

The City of St. Charles assembled a group consisting of Mayor Patricia York, Department Directors and senior City staff members appropriately known as the City's Internal Steering Committee (ISC) to gather facts and information for this book. The purpose of ISC was to provide the Strategic Planning Group (SPG) with valuable information on the City's current conditions.

The knowledge, effort, and dedication of ISC members helped to ensure that our Fact Book accurately reflects the City of St. Charles community, and that the SPG will be able to successfully inform the community's visioning efforts over the course of our process - *Famous Past...Fabulous Future*. The members of the ISC include:

Mayor Patricia York

Michael Spurgeon, Director of Administration

Ernie Rhodes, Fire Chief

Ellen Gordon, Administrative Aide - Director of Administration

Gina Yacovelli, Community Relations Liaison

Dennis Corley, Chief of Police

Debra Aylsworth, Director of Public Works

Bruce Evans, Director of Community Development

David Rosenwasser, Director of Tourism

Karen McDermott, Director of Finance

Nadine Boon, Director of Economic Development

Kathy Conley, Director of Information Technology

Maralee Britton, Parks Director

Jennifer Hoffman, Executive Secretary to the Director of Administration

## Executive Summary

The City's strategic planning process, known as *Famous Past...Fabulous Future*, provides the SPG and citizens of St. Charles an excellent and exciting opportunity to create a community vision for the future. The process will provide citizens, community leaders, and business owners/operators with both external and internal goals and objectives. The expected outcomes include:

### External

- Achieve a shared community vision.
- Pursue and plan for quality growth and redevelopment.
- Encourage citizen engagement in the future outcomes of public policy decisions.
- Set goals for the community and our local government.
- Provide guidance for future municipal operations.

### Internal

- Focus resources on the community's strengths and most pressing priorities.
- Improve communications (transparency) between elected officials and the community.
- Influence organizational change to help obtain the community's vision.

The formulation of this plan, including a vision and mission statement, goals, objectives, and strategies to promote its implementation, will be based on both insightful input from the participants and factual information on City operations.

This Fact Book prepared by the ISC provides a broad overview of the factual information that can inform this vision. A community's existing conditions provide an important foundation for making policy recommendations.

Our Fact Book includes some of the key data describing the City of St. Charles and the resources available that can help to achieve the goals of our strategic planning process. Provided for review and use is historical data and current trends on the City. Also included, is information on City operations, specifically each department. The contents of the Fact Book has largely been compiled from existing City department and community resources, with additional input from state and national sources, such as the US Census Bureau.

## **ELECTED AND APPOINTED OFFICIALS**

Mayor – Patricia M. York

Richard Veit	Ward 1	Jerry Reese	Ward 6
Larry Muench	Ward 2	Dave Beckering	Ward 7
Laurie Feldman	Ward 3	Mike Klinghammer	Ward 8
Bob Kneemiller	Ward 4	Ron Stivison	Ward 9
Mike Weller	Ward 5	Erv Ermeling	Ward 10

Director of Administration – Michael Spurgeon

### **Department Directors**

Ernie Rhodes, Fire Chief	Dennis Corley, Police Chief
Debbie Aylsworth, Public Works	Bruce Evans, Community Development
David Rosenwasser, Tourism	Kathy Conley, Information Technology
Karen McDermott, Finance	Nadine Boon, Economic Development
Michael Valenti, Legal	Marilyn McCoy, City Clerk
Maralee Britton, Parks	Lynn Sgouros, Human Resources

## **Background**

This section describes the history of The City of St. Charles, Missouri.

### **A. History**

The City of St. Charles is a unique area of our central United States, with a splendid mix of old and new. We are a community with tremendous hometown charm in a suburban atmosphere. We are the largest city in St. Charles County, as well as the oldest. The City will be celebrating 200 years as an incorporated city in 2009. The City serves as the county seat for St. Charles County, Missouri.

French Canadian fur trader Louis Blanchette founded the town (later to be known as St. Charles) as Les Petites Cotes (The Little Hills) in 1765. The famed pioneer, Daniel Boone, was one of the early settlers in St. Charles County, migrating from Kentucky in 1795 and residing in the county until his death in September 1820. On May 20, 1804, the Lewis & Clark Expedition departed from St. Charles on their historic overland journey to the Pacific. Following Missouri's admission to the Union in August 1821, The City of St. Charles served as the first capitol of the new state from 1821-1826. And for much of the era of the westward expansion the City served as the eastern terminus for the stagecoach lines and supply trains that transported settlers and their supplies to the trailheads for the Oregon and Santa Fe Trails at Kansas City and St. Joseph. It is clearly one of the most historically significant places on the North American continent.

### **B. St. Charles Today**

Today, the City is an attractive suburban community with a diverse economic base represented by a mixture of industrial enterprises, commercial enterprises, support services and an established tourist industry. The City is headquarters for Quilogy, Growing Family, RX Systems, NewCo Enterprises, Client Services; and home to the regional offices of Coca Cola Enterprises, Sysco and American Freightways.

This bustling City is host to year round activities including the Lewis and Clark Rendezvous in May, Riverfest - a traditional Fourth of July Festival, Festival of the Little Hills in August, The Mosaics Art Festival in September, Oktoberfest and the St. Charles Christmas Traditions in November and December on South Main Street. The popular Katy Trail, a 230 mile hiking/bicycling trail, begins in St. Charles at Frontier Park on the Missouri Riverfront. Visitors can experience early St. Charles as a prosperous trading center along the ten-block Nationally Registered Historic District with brick streets, gas lights, lovingly restored buildings and Missouri's First State Capitol. Take in some history by touring the First State Capitol Building, Haviland Museum, Lewis & Clark Museum, St. Charles County Historical Society, and the Lewis & Clark Boathouse & Nature Center. Enjoy art at the famous Foundry Art Centre on Main Street, where you'll see performing art, contemporary art and can even take an art workshop. The Frenchtown District welcomes visitors with unique antique and collectible shops, fine restaurants, tea rooms, and The Frenchtown Heritage Museum.



### C. Growth and Development

The population has grown by approximately 10,000 in the last 10 years. Property tax values have also increased significantly during this same period, reflecting the continued investment in both commercial and residential construction. We can also report that industrial and commercial space in the City continues to experience expansion.

In 2004, Whittaker Builders, Inc. broke ground on the new urbanism development of New Town at St. Charles. New Town is a planned mixed use development encompassing approximately 640 acres. The region's largest housing development is designed to include five compact, walkable and mixed-use neighborhoods surrounded by a series of lakes. The development is expected to include 4,300 residences. It is expected that complete build-out will take 12-15 years and exceed \$1 billion dollars of invest.

Ameristar Casinos, Inc. has completed a 400 room all-suites hotel, with 55,000 square feet of meeting and banquet space, and an entertainment pavilion. Additionally, a 2,350 space parking garage has been completed. The total cost of the construction is estimated to be \$240 million dollars, bringing the total invest to nearly \$1 billion dollars.

The City continues to utilize revenues generated by a ½ cent sales tax, which is earmarked for capital improvements to help meet its on-going capital replacement plan and annual street overlay and reconstruction programs. Gaming revenue has continued to provide the City with additional resources for capital projects. Portions of the annual gaming revenue we receive are being used to fund certain general fund costs of operation. The future is redevelopment. Opportunities include The St. Charles Riverfront, Lindenwood Town Centre, First Capitol/West Clay, Fifth Street/I-70, and Highway 94 South between Pralle Lane and Friedens Road.

### D. Form of City government

The City of St. Charles is a charter city under the Missouri Constitution. The executive power in the City is vested in the Mayor who is recognized as the head of the City government for all legal and ceremonial purposes.

The City Council is the governing body for the City. The Council consists of ten members one from each ward nominated and elected by the qualified registered voters of their respective wards. Each councilmember elected serves a three-year term.

There are ten City Council wards. Ward boundaries are established by ordinance following each decennial census and may be changed at other times. Wards are comprised of compact and contiguous territory and contain, as nearly as possible, an equal number of inhabitants.



## II. City Demographics

This chapter of the Facts Book describes the demographic characteristics of the community. Characteristics provide insight into the trends that may affect the City in the future. This section is divided into population, housing, employment and land use.

### A. Population

2007 Population 70,537  
 2012 Population 76,157      Average increase - +1.6%/Yr.

### Population

								Percentage Change	
	1960	1970	1980	1990	2000	2007(e)	2012(e)	1990 to 2000	2007 to 2012
<b>Total Population</b>	21,189	31,834	37,379	55,482	60,304	70,537	76,157	8.7%	8.0%

### Population by Age

										Change	
Category	1990		2000		2007 (E)		2012 (P)			1990 - 2000	2007 to 2012
0 to 4	4,280	7.7%	3,692	6.1%	3,717	5.3%	3,904	5.1%		-13.7%	5.0%
5 to 14	7,595	13.7%	7,755	12.9%	7,535	10.7%	7,472	9.8%		2.1%	-0.8%
15 to 19	3,618	6.5%	4,570	7.6%	5,089	7.2%	5,098	6.7%		26.3%	0.2%
20 to 24	4,581	8.3%	5,152	8.5%	7,472	7.2%	7,884	10.4%		12.5%	5.5%
25 to 34	11,377	20.5%	8,470	14.0%	9,586	13.6%	10,191	13.4%		-25.6%	6.3%
35 to 44	8,082	14.6%	9,671	16.0%	9,122	12.9%	8,473	11.1%		19.7%	-7.1%
45 to 54	5,880	10.6%	7,959	13.2%	10,338	14.7%	11,212	14.7%		35.4%	8.4%
55 to 64	4,477	8.1%	5,438	9.0%	7,864	11.1%	9,936	13.0%		21.5%	26.3%
65 to 74	3,137	5.7%	4,031	6.7%	5,034	7.1%	6,417	8.4%		28.5%	27.2%
75 to 84	1,799	3.2%	2,656	4.4%	3,453	4.9%	3,983	5.2%		47.6%	15.3%
85+	653	1.2%	910	1.5%	1,304	1.9%	1,576	2.1%		39.3%	20.8%

### Population by Race/Ethnicity

								Percentage Change	
	1990		2000		2007 (E)		2012 (P)		
White	53,396	96.2%	56,365	93.5%	64,172	91.0%	67,506		88.6%
Black	1,464	2.6%	1,976	3.3%	2,883	4.6%	3,463		4.6%
American Indian or Alaska Native	134	0.2%	169	0.3%	228	0.3%	256		0.3%
Asian or Pacific Islander	363	0.7%	584	1.0%	1,342	1.8%	1,859		2.4%
Some Other Race	124	0.2%	461	0.8%	696	1.0%	1,407		1.9%
Two or More Races			749	1.2%	1,216	1.7%	1,666		2.2%
Hispanic	529	1.0%	1,221	2.0%	2,081	3.0%	2,605		3.4%
Not Hispanic	54,952	99.0%	59,083	98.0%	68,456	97.1%	73,553		96.6%

## B. Housing & Household Income

Information on housing and household income is listed below.

### 1. Housing Units Total

Category	1990		2000		2007		2012		Change	
									1990 – 2000	2007 - 2012
Total Housing Units	23,123		25,242		31,028		34,308		9.2%	10.6%
Owner Occupied	13,668	59.1%	15,805	62.6%	19,310	62.2%	21,202	61.8%	15.6%	9.8%
Renter Occupied	7,971	34.5%	8,395	33.3%	9,852	31.8%	10,681	31.1%	5.3%	8.4%
Vacant	1,484	6.4%	1,042	4.1%	1,866	6.0%	2,425	7.1%	-29.8%	29.9%

### 2. Income by Households

Category	1990		2000		2007 (E)		2012 (P)		Change	
									1990 – 2000	2007 - 2012
\$0 -										
\$15,000 -	3,316	15.3%	2,479	10.2%	2,251	7.7%	2,218	6.7%	-25.3%	-5.5%
\$15,000 -										
\$24,000 -	3,719	17.2%	2,758	11.4%	2,768	9.5%	2,786	8.7%	-25.8%	0.7%
\$25,000 -										
\$34,999	3,310	17.6%	3,413	14.1%	3,088	10.6%	2,667	8.4%	-10.4%	-13.6%
\$35,000 -										
\$49,999	4,906	22.7%	4,496	18.6%	4,601	15.8%	4,745	14.9%	8.4%	3.1%
\$50,000 -										
\$74,999	4,199	19.4%	5,310	21.9%	6,507	22.3%	6,950	21.8%	132.9%	6.8%
\$75,000 -										
\$99,999	1,163	5.4%	2,941	12.2%	4,198	14.4%	4,520	14.2%	152.8%	7.7%
\$100,000 -										
\$149,000	429	2.0%	2,065	8.5%	3,929	3.5%	5,232	16.4%	381.6%	33.25
\$150,000 +	99	0.5%	740	3.1%	1,820	6.2%	2,857	9.0%	644.7%	57.0%

### 3. Household Income Averages

Category	1990	2000	2007	2012	Change	
					1990 – 2000	2007 - 2012
Average Household Income	\$38,919	\$55,710	\$65,331	\$75,040	43.1%	14.9%
Median Household Income	\$34,923	\$46,262	\$55,399	\$61,549	32.5%	11.1%
Per Capita Income	\$15,424	\$22,356	\$28,717	\$33,126	44.9%	15.4%

4. Household income:

- a. Year – 2000 \$55,710
- b. Year – 2007 \$65,331
- c. Year – 2012 \$75,040      Average increase - +3.0/Yr.  
(Projected)

**5. St. Charles City Residential Building Units 2000 - 2007**

Year	# of Units	Estimated Cost (\$\$ Millions)
2000	270	\$34.00
2001	183	\$24.06
2002	601	\$55.01
2003	180	\$24.33
2004	609	\$63.93
2005	471	\$71.63
2006	548	\$110.38
2007	545	\$116.57

C. Employment & Economic Development

Economic development is normally defined by the creation of wealth by increasing long term investment in sustainable businesses that provide jobs for the citizenry, increases the tax base and designs a city that is a desirable place to live, work, and grow your family. This section provides information on employment and business, gross sales receipts, and information on the City's top employers.

1. Employment and Business

Category	1990		2000		2007		2012		1990 – 2000	2007 – 2012
Age 16 + Population	42,916		48,034		58,478		63,975		11.9%	9.4%
In Labor Force	31,591	73.6%	34,308	71.45	42,102	72.0%	46,069	72.0%	8.6%	9.4%
Employed	30,182	95.5%	31,921	93.0%	39,135	93.0%	42,857	93.05	5.8%	9.5%
Unemployed	1,249	3.9%	2,341	6.8%	2,924	7.05	3,164	6.0%	88.8%	8.2%
In Armed Forces	158	0.4%	46	0.1%	43	0.1%	48	1%	-71.1%	12.5%
Not in Labor Force	11,325	26.4%	13,725	28.6%	16,334	27.9%	17,858	27.95	21.2%	9.3%

2. Employment-Population

Number of Employees (Daytime Population)	32,631
Number of Establishments	2,478
Employees in Blue Collar Occupations	12,222 or 38.3%

### 3. Retail Sales

The City is heavily dependent on sales taxes to help support City services. The table below details sales and tax collections for the last 8 years.

**Gross Retail Sales – City of St. Charles**

<b>Year</b>	<b>Gross Retail Sales</b>	<b>Sales Tax Revenue</b>
2007	\$1,083,129,500	\$16.0 Million
2006	\$1,039,769,000	\$15.4 Million
2005	\$1,036,798,000	\$15.4 Million
2004	\$1,014,980,000	\$15.1 Million
2003	\$992,294,000	\$14.7 Million
2002	\$980,059,000	\$14.5 Million
2001	\$904,909,000	\$13.4 Million
2000	\$902,351,000	\$13.4 Million

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4. Employment listed by industry category. Listed below is a breakdown on companies in the City of St. Charles. While the list is certainly not “all-inclusive” it provides an idea of the organizations that have made investments within our city.

<u>Regional Headquarters</u>	<u>Employees</u>
Ameristar Casino	1,900
The Boeing Company	1,200
Federal Express/Kinkos	414
Growing Family	350
Sysco Food Distributing	346
Central States Coca Cola	351
Glazer's Missouri Headquarters	220
Western Union Financial Services	180
Cintas	148
Cardinal Health	140
Vi-Jon	66
Horace Mann Insurance	47
ESRI, Inc.	40

<u>National Headquarters</u>	<u>Employees</u>
Client Services	640
Gateway Medical Research, Inc.	404
Craftsmen Industries	358
LMI Aerospace, Inc.	330
Whittaker Homes, Inc.	300
Royal Canin	250
Quilogy, Inc.	236
American Railcar Industries, Inc.	234
Millstone-Bangert, Inc.	200
RX Systems	157
TR Hughes, Inc.	151
EPC – Executive Personnel Computers	150
Grau Contractors	150
NEWCO Enterprises	145
The Newberry Group	140
TSI, Inc.	102
Patriot Machines	85

<u>Major Institutions</u>	<u>Employees</u>
City & County Governments	1,400
SSM St. Joseph Health Centers	1,119
City of St. Charles School District	705
Lindenwood University	483
The Family Arena	214
St. Charles Convention Center	145

## D. Land Use Overview

In 2002, The City adopted a comprehensive plan for the future development and redevelopment of the community. This plan is comprehensive in that it covers the entire city and its future growth areas and attempts to forecast the issues that could impact the city's future growth. The document is known as the "City of St. Charles Comprehensive Plan 2002". If any member of the SPG would like a copy of the plan, please inform City staff and one will be prepared for your review and use.

### Existing Land Use

In 1999, the City Department of Community Development conducted a comprehensive land use inventory. The survey was made using on-site inspections of property throughout the City, coupled with data from the County Assessor's office, geographic information system (GIS) software and aerial photos. The purpose of the survey was to produce an accurate inventory of how land in the City and its planning area is being used.

In the City itself, exclusive of the unincorporated portion of the planning area, 9887 acres (80%) are developed and 2,557 acres (20%) are undeveloped. Of the developed acreage, 4,876 acres (49.3%) are residential, 955 acres (9.7%) are commercial, 628 acres (6.4%) are used for industry and utilities, 521 acres (5.3%) are used for parks and open space, 854 acres utilized for institutional purposes, and 2,052 acres (20.7%) are used for streets and highways. The downtown core is a hub consisting of a dense mixture of commercial and residential land use. A large area of lower density housing fans out concentrically from this core. Strip commercial swaths occupy areas along the arterial spokes such as Interstate 70 and Highway 94. Farmland and forest are beyond the fringes of the urban areas.

According to the report, the population of the City will decline slightly in the period from 2000 to 2015. Information provided in the population section of this report demonstrates to the contrary. According to the plan, the areas of the City projected to experience population growth are grouped in the following general areas:

- The southwest part of the city between Friedens Road and Pralle Lane.
- The area west of Muegge Road and north of Highway 94.
- The Cave Springs area, south of Interstate 70.
- The large island of predominantly unincorporated land surrounded by the City containing St. Charles Hills subdivision, The Former St. Andrews Golf Course and the Sandfort farm.
- Historic St. Charles north of Interstate 70, between 5<sup>th</sup> Street and the Missouri River.
- The area on the north side of Highway 370, east and west of Highway 94.

Due to a variety of factors, including: the availability of vacant land, the existence of water/sewer lines, and road improvements either planned or underway, these are the areas that can reasonably be expected to experience growth in population. All other areas of the city are projected to experience declines.

The goals of the comprehensive plan respect to economic vitality include:

- Adopt a land use philosophy that recognizes the activity centers as points of greatest density and/or most intense use, with land uses that are less dense and intense located in proportion to their distance from the nearest activity center.
- Rewrite the City's zoning ordinances to reflect this comprehensive plan and act as a tool to achieve the vision expressed in the plan.
- Create a transportation network that provides for the smooth movement of people, goods and services throughout the City, especially between the activity centers.
- Use the city's existing assets as catalysts for new development and redevelopment that complements and enhances those assets.
- Encourage the revitalization of neighborhoods in the City that have experienced decline in population, housing stock, economic activity and/or appearance.
- Adopt and enforce land use and development standards that promote public health and safety, protect the natural environment and provide City leaders with the flexibility to accommodate the changing nature of the private-sector economic growth.
- Adopt policies that facilitate the development or redevelopment of properties that are vacant, abandoned, deteriorated or may no longer be economically productive.
- Provide new areas in the City for development and job creation through an aggressive annexation program.
- Adopt policies that foster a wide variety of housing types and affordability to meet the needs of a diverse population.
- Assure the public infrastructure is provided to meet the City's future needs in terms of both new development and redevelopment.

The following maps have been included in the appendix of the fact book:

- Base map of the City
- Flood plain map
- Geographic center of the City
- Population center of the City
- Land use
- Planning area

### III. City of St. Charles



This chapter describes some of the operational characteristics of the City of St. Charles local government. I would like to point out that the documents in the appendix will definitely be helpful to SPG members. These demographic characteristics provide a snapshot of the City's population composition and also provide insight into the trends that may affect the City in the future. This section is divided into the following topics: budgets, department services (profiles of department/programs).

#### A. Budgeting

The City operates on a "calendar year" basis. In accordance with the City Charter, the Mayor is required to present the proposed operating budget in early October for the upcoming year. The City Council then has approximately 90 days to review, change and then eventually vote on the spending plan. In the appendix is a copy of Mayor York's budget message for CY 2008. Also, a copy of the '08 budget highlights. This information will provide SPG members with a synopsis of the City's budget.

#### 1. Per Capita Costs

City of St. Charles  
Per Capita by Function (CY 2008 Budget)

Police Protection	\$277.98
Capital Improvements	\$207.26
Fire Protection	\$166.31
Public Works/Transportation	\$117.05
Debt Service	\$56.17
Administration	\$80.55
Parks and Recreation	\$76.27
Economic Development	\$38.71
Tourism	\$38.57
Elected Officials	\$12.02
Municipal Court	\$8.11
Cable TV	\$0.00
	<b>\$1,079.02</b>

Note: Computation based on Population of 63,100

#### 2. Municipal Tax Burden

In planning for the future, it is important that the City of St. Charles remain competitive on taxes. Hence, listed below is a breakdown on how the City compares with surrounding St. Charles County municipalities with respect to tax burdens. On the following pages property tax rates are charted for your review and consideration.

### 3. City of St. Charles

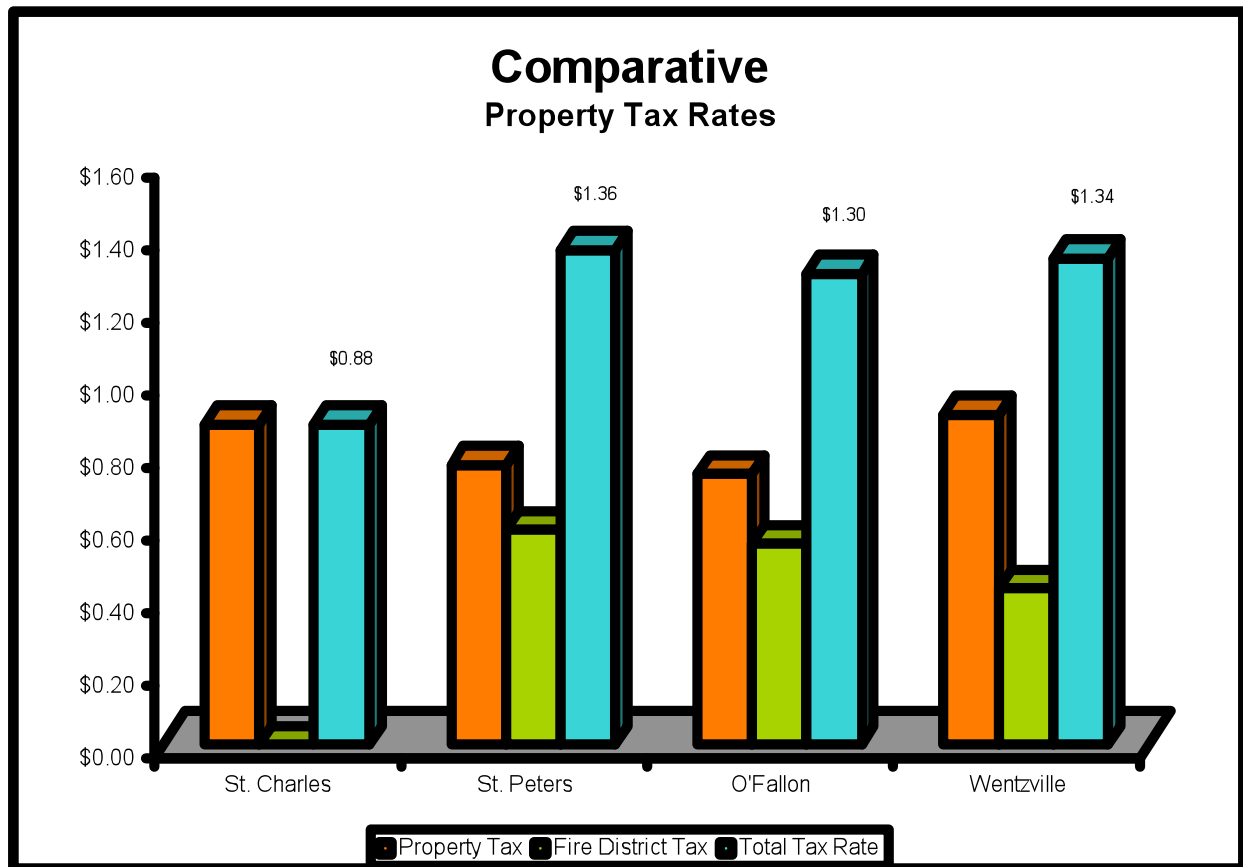
## Comparison of Municipal Tax Burden

### Assumptions:

Average Market Value - Detached Single Family Dwelling (per County Assessor)	\$200,333
Average Annual Utility Billings (estimated)	\$2,100

	St. Charles	St. Peters	O'Fallon	Wentzville
Property Tax Rates (per \$100):				
Property Tax	\$0.8810	\$0.7700	\$0.7433	\$0.9079
Fire District Tax	0.0000	0.5903	0.5517	0.4299
Total Tax Rate	\$0.8810	\$1.3603	\$1.2950	\$1.3378
Property Tax Burden	\$335.34	\$517.77	\$492.92	\$509.21
Utility Tax Rates:				
	7.0%	5.0%	5.0%	5.0%
Utility Tax Burden	\$147.00	\$105.00	\$105.00	\$105.00
Total Tax Burden:	\$482.34	\$622.77	\$597.92	\$614.21
% above St. Charles	-	29.1%	24.0%	27.3%

4. The Chart below compares the property tax rates for similar St. Charles County communities.



#### 5. Legal Debt Limit and Debt Margin

The State of Missouri authorizes cities to incur indebtedness in an amount up to 10% of the most amount recent assessed valuation. The following table sets forth the City's legal debt limit and debt margin (without consideration of the additional \$24,000,000 NID bonds authorized but not issued) based on 2007 certified assessed valuation:

	City Purposes Basic Limit
2007 Assessed Valuation	<u>\$1,289,417,810</u>
Debt limit – 10% of Assessed Valuation	\$ 128,941,781
Less General Obligation Bonds	(\$ 14,740,000)
Less Neighborhood Improvement Bonds	<u>(\$ 11,015,000)</u>
Legal Debt Margin	<u>\$ 103,186,781</u>

## 5. Actual City Debt Service

The annual principal and interest requirements to maturity on long-term debt (other than tax incremental revenue notes) as of December 31, 2007 is as follows:

<u>Period Ending December 31<sup>st</sup></u>	<b><u>General Obligation Bonds Payable</u></b>		
	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
2008	\$ 1,130,000	\$ 531,425	\$ 1,661,425
2009	\$ 750,000	\$ 499,488	\$ 1,249,488
2010	\$ 975,000	\$ 468,081	\$ 1,443,081
2011	\$ 1,060,000	\$ 431,578	\$ 1,491,578
2012	\$ 1,135,000	\$ 393,604	\$ 1,528,604
2013 & thereafter	<u>\$ 9,690,000</u>	<u>\$1,311,347</u>	<u>\$11,001,347</u>
	<u><u>\$14,740,000</u></u>	<u><u>\$3,635,523</u></u>	<u><u>\$15,543,385</u></u>

<u>Period Ending December 31<sup>st</sup></u>	<b><u>Neighborhood Improvement District</u></b>		
	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
2008	\$ 450,000	\$ 425,970	\$ 875,970
2009	\$ 465,000	\$ 412,395	\$ 877,395
2010	\$ 480,000	\$ 397,639	\$ 877,639
2011	\$ 495,000	\$ 381,708	\$ 876,708
2012	\$ 515,000	\$ 364,546	\$ 879,546
2013 & thereafter	<u>\$ 8,610,000</u>	<u>\$ 2,546,127</u>	<u>\$11,156,127</u>
	<u><u>\$11,015,000</u></u>	<u><u>\$ 4,528,385</u></u>	<u><u>\$15,543,385</u></u>

<u>Period Ending December 31<sup>st</sup></u>	<b><u>Public Facilities Authority</u></b>		
	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
2008	\$ 1,290,000	\$ 2,831,061	\$ 4,121,061
2009	\$ 1,365,000	\$ 2,766,356	\$ 4,131,356
2010	\$ 1,725,000	\$ 2,690,846	\$ 4,415,846
2011	\$ 3,025,000	\$ 2,573,884	\$ 5,598,884
2012	\$ 3,185,000	\$ 2,420,234	\$ 5,605,234
2013 & thereafter	<u>\$46,180,000</u>	<u>\$13,113,800</u>	<u>\$59,293,800</u>
	<u><u>\$56,180,000</u></u>	<u><u>\$26,396,181</u></u>	<u><u>\$83,166,181</u></u>

<u>Period Ending December 31<sup>st</sup></u>	<b><u>Certificates of Participation</u></b>		
	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
2008	\$ 1,850,000	\$ 1,611,198	\$ 3,461,198
2009	\$ 1,985,000	\$ 1,557,370	\$ 3,542,133
2010	\$ 2,735,000	\$ 1,479,133	\$ 4,214,133
2011	\$ 975,000	\$ 1,409,143	\$ 2,384,143
2012	\$ 1,160,000	\$ 1,360,626	\$ 2,520,626
2013 & thereafter	<u>\$ 26,165,000</u>	<u>\$ 9,252,113</u>	<u>\$ 35,417,113</u>
	<u><u>\$ 34,870,000</u></u>	<u><u>\$16,669,583</u></u>	<u><u>\$ 51,539,583</u></u>
<b>Total All Debt</b>	<b>\$117,395,000</b>	<b>\$51,229,672</b>	<b>\$168,624,672</b>

## B. Full time personnel –

The City currently staffs approximately 450 Full-time Employees.

## C. Capital Improvement Plan

An annually revised, multiple-year Capital Improvement Program (CIP) helps the City Administration prioritize and identify funding for a wide range of capital improvement projects. The CIP is important because it serves to unify the City's development, comprehensive planning, and financial planning efforts in order to provide detailed information about the cost and timing of various City projects. These projects will be funded through a variety of sources, including taxes, direct revenues, development fees, loans, and other public funds such as bonds.

The CIP for CY's 2009 – 2014 details the projects for the next six years. In the CIP the City plans for capital investments in the City's infrastructure (e.g. sidewalks, streets, parks) public safety, City facilities, water/sewer improvements, economic development initiatives, and vehicles & equipment. Included in the appendix of the Fact Book is a copy of the Mayor's CIP highlights for CY's 2009 – 2014. It should be noted that, in accordance with the City Charter, the CIP is presented to the City Council in early July for review and final approval.

## D. Utility Services

- Electric - Ameren UE ensures the provision of reliable, low-cost electricity for the community.
- Water/Sewer - The City provides water and sewer service in the community.
- Gas – Laclede
- Solid Waste Collection – Allied Waste. FYI...contract expires 12/31/08. The City is in the process of going out to public bid for solid waste and recycling services.
- Home phone service. Several companies provide home phone services.
- Cable Television. Citizens have several choices to include:
  - Charter Communications
  - AT&T
  - DirectTV
  - Dish Satellite

## E. City Departments

A brief summation of each of the City's departments has been provided for your review.

## 1. Public Works

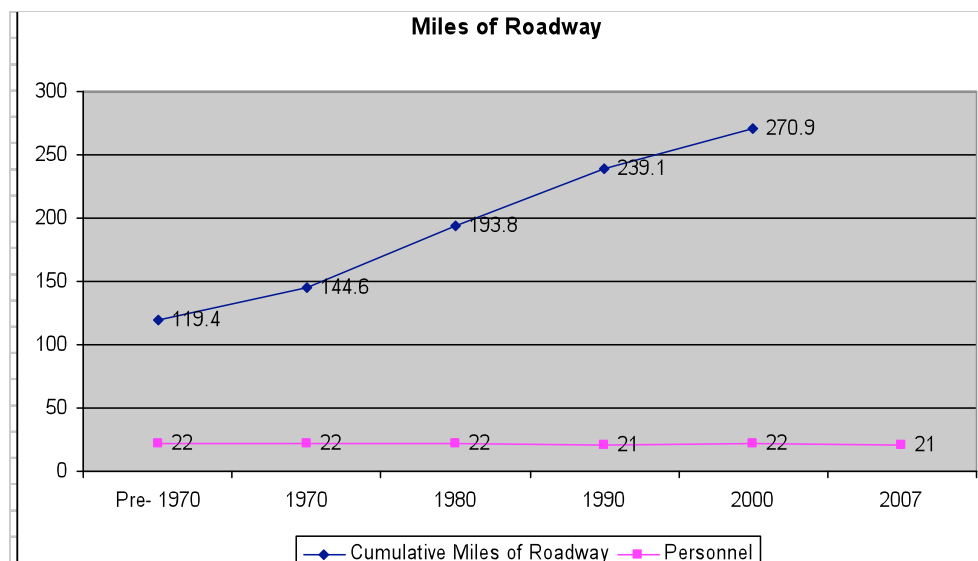
The City's Public Works Department (PWD) is responsible for the administration, planning, maintenance, construction management and technical engineering for the community. A unique challenge in the City is to balance the preventative maintenance, restoration and replacement of aging infrastructure with new development and continued growth and limited increase in operating budgets. The PWD ensures that public infrastructure proposed for construction by developers and builders comply with City ordinances, State and Federal requirements and sound engineering practice. The PWD remains ready to provide emergency relief and public works services during emergency and disaster relief operations. Listed below is a brief description of the divisions and functions of the PWD:

### a. The Engineering Division

Is responsible for planning, design and project management of all construction & reconstruction projects involving public improvements to include: streets, alleys, curbs, gutters, storm sewers, sanitary sewers, water mains, signalization and lighting (street) and related appurtenances.

### b. Streets and Roads

The City currently maintains approximately 270 centerline miles, which roughly converts to 594 pavement lane miles of roadway. The centerline miles have increased approximately 125% since 1970 with no increase in street maintenance personnel.



The Street Division is responsible for the following:

- Maintenance and repair of City owned vehicles and equipment.
- Snow removal for inclement winter weather for streets & City facilities.
- Maintenance & repair of streets, curbs and sidewalks and street sweeping.
- Maintenance and repair of sanitary sewer and storm sewer collection systems, flood control and protection.
- Placement and maintenance of street name signage, regulatory and advisory street
- signage and traffic signals.
- Operation of SCAT transit system, Trolley and 1-70 commuter shuttles.

#### c. Sanitary Sewer

Sanitary sewer main inventory is currently approximately 248 miles which is a 95% increase since 1970. Staff levels have increased slightly over time from 5 employees to 10 employees in sewer maintenance from 1970 to current. The current rate is 25 miles of sewer main to one maintenance employee. It is important to note that EMC - Contract Operator for Wastewater Facilities provides the following services:

- Operation, maintenance, and repair of the Mississippi and Missouri Waste Water Treatment Plants, Boschertown Lagoon and lift stations.
- Enforcement of industrial sewerage pre-treatment requirements.
- Administers the City's fats, oil and grease program.
- Sanitary Sewer Lateral Program: Receives applications, reviews, inspects and manages funds for the sewer lateral insurance program

#### d. Water Operations

Water Division is responsible for operation, maintenance, and repair of the Elm Point Water Treatment Plant, all distribution lines, valves, fire hydrants, water storage tanks and other water system related appurtenances Water meter reading, installation and repair.

The water main inventory is currently approximately 260 miles which is a 105% increase since 1970. Staff levels have decreased over time from 10 maintenance employees to 8 currently. The current rate is 32 miles of water main to one maintenance employee. Water Division provides potable water to 25,000 service connections, approximately 3,000 valves, 2,300 fire hydrants, and maintains six (6) water storage facilities and one water treatment plant. In 1988, the City entered into a joint venture agreement with the City of St. Peters to purchase water from the City of St. Louis via the Heritage Pump Station. The City facility produces 40% of the potable water distributed and purchases 60% from the City of St. Louis.

The City distributes about 3.0 billion gallons of drinking water per year and treats



approximately 3.3 billion gallons of wastewater per year. Public Works is responsible for the planning, construction, and maintenance of streets, roads, traffic signs and signals, sidewalks, the water distribution system, storm and sanitary sewer systems, and City parking facilities.

Public Works provides street snow removal and water resource management. The Department provides a quality environment for the City and ensures the City's infrastructure is functional, safe, and attractive.

e. Facilities Maintenance:

- Security for the City Hall Building.
- General maintenance of the City Hall Building, Parking Garage, Convention and Visitors Bureau, Senior Center, Arts & Foundry Centre structure, Colonnade, and the public restrooms on Main Street.
- Switchboard operations and Citywide phone system.
- Issues parking cards for City Hall garage, prepares and collects monthly billings and
- general maintenance of parking facilities.
- Sorts daily mail and distributes to appropriate departments.

## 2. Fire Department

The City's current Insurance Services Organization (ISO) rating is a four (4). The rating is based upon a scale of 1 to 10. One (1) represents the best fire protection and ten (10) represents the worst fire protection. During their evaluation ISO recommended 10 fire stations with the City.

a. General Call Statistics for 2007

- Total Calls for 2007 that the City of St. Charles Fire department responded to was 8210.
- Average response time for all fires in the City is **06:05**.
- Average response time for all EMS in the City is **04:46**.
- Overall response time average for 2007 is **05:30**

b. Organization:

The fire department includes a total of 85 employees. The organizational structure consists of the following:

### 8 Senior Command Officers:

1- Fire Chief, 1 Deputy Chief, 1- Assistant Chief, 3 Shift Battalion Chiefs, 1 Captain Medical Officer, 1 Captain Training Officer.

## **72 Line Personnel (24 hour shifts):**

- **15 Fire Captains** - 5 Captains are assigned on each 24 hour shift. Each Captain on a shift is assigned to manage a fire station.
- **15 Engineers** – These personnel are assigned on shift for a 24 hour shift and responsible for the operation of the Fire Apparatus.
- **42 Fire and EMS personnel** – These personnel are assigned to the Ambulances and Fire Apparatus.
- **1 Fire Department Mechanic** – This person is assigned to repair and maintain all vehicles in the fire department. Also, 4 Administrative Support Personnel

## **Department Facilities**

The city current has six (6) fire stations at the following locations:

1. Fire Station 1 – 911 North Sixth Street
2. Fire Station 2 – 1550 South Main
3. Fire Station 3 – 2817 West Elm
4. Fire Station 4 – 400 North Drive
5. Fire station 5 – 1650 Hawks Nest
6. Parcel of land for future Fire Station at Droste and Zumbahl.

## **3. Police Department**

The department was established in 1861 and is a full service agency, providing law enforcement services to the residents and businesses within the city limits on a 24/7 basis. The agency's annual operating budget is \$17 million. The FBI's Uniform Crime Report of 2006 (last full year of reporting) reflects that the community experienced 158 violent crimes and 1,981 property crimes. The department is headquartered in a 63,000 square foot Criminal Justice Facility, which opened in June of 2004. Additionally, the department has a substation located on the campus of Lindenwood University.

Currently, the department has an authorized strength of 112 sworn members and 55 civilian employees. Organizationally, the largest employee pool is assigned to our Operations Services. This encompasses the patrol functions, traffic enforcement/investigations and our community action team. The personnel assigned to this area have a wide range of duties and responsibilities. These officers respond to calls for service varying from assisting stranded motorists to such criminal offenses as robberies and homicides. The agency has adopted the Geographical Policing Model; wherein the city is divided into two (2) districts, with each district having four (4) geographical zone areas.

The department is embarking upon the Compstat Process, which in can be described as using statistical data to ensure that the highest level of the police service is delivered to the community and the greatest degree of accountability for law enforcement.

Supporting the Operations Services Bureau is Investigative Services. Investigative Services is comprised of two (2) investigative sections. One being the Office of Professional Responsibility (OPR) and the other is Criminal Investigations (CI). The manager assigned to OPR handles personnel matters for the agency inclusive of internal investigations and human relations functions. The personnel detailed to CI primarily conduct the more detailed or extensive investigations of the department. Our polygraph services personnel play a major role in both our internal and criminal processes.

The Operational Support Bureau and the Business Services Section maintain the level of expected service to the community. These areas incorporate our Records Section, Desk and Detention Facility Operations, Animal Control, Budget Administration, as well as Building and Fleet Maintenance.

The Office of Administration is where the Chief and Deputy Chief are located. This office is supported by an Executive Officer who oversees the Communications Services and Community Affairs Section. The Communications Section is the vital link between the general public, department personnel and other agencies. The men and women of this section serve a crucial role in ensuring that the necessary public safety resources are summoned to the citizens in their times of crisis.

The Community Affairs Section encompasses the Community Relations Services and our D.A.R.E personnel. The manager of this section also serves as the agency's Public Information Officer.

#### **4. Community Development**

The Department of Community Development is the branch of city government responsible for the development, redevelopment, improvements, maintenance and preservation of real property.

The Department provides for and encourages growth and prosperity in the City through efficient and fair enforcement of ordinances, codes and standards as adopted by the City Council. The Department acts to insure that all structures are safe for the people who occupy them, the City grows and develops according to well-reasoned plans, and property owners are allowed to achieve the highest and best use of their land.

The Department is divided into three (3) divisions, which include:

1. Code Enforcement Division (13 employees)
2. Planning Division (5 employees)
3. Support Services Division (5 employees)

Each division is headed by a supervisor who coordinates the day to day activities of the division. Personnel in the Department, including the Director, total 24. The Code Enforcement Division is responsible for the administration and enforcement of building and property maintenance codes. The Planning Division is responsible for current and long range planning activities. The Support Services Division is responsible for secretarial services for the entire department.

**The Department's primary responsibilities are listed below:**

- Building and Rental unit inspections.
- Investigation and prosecution of violations of the Property Maintenance Code, including tall grass/weeds; derelict vehicles; trash/debris; and peeling paint.
- Dangerous buildings and structures unfit for human habitation.
- Mosquito control.
- Administration of the City's Zoning Code and Comprehensive Plan.
- Staff support for 14 boards and commissions, including the Planning and Zoning Commission, Landmarks Board, Board of Adjustment and Beautification Commission.
- Administration of the Community Development Block Grant (CDBG) program and the National Flood Insurance Program (NFIP).
- Administration and enforcement of the City's historic preservation districts and the design guidelines for those areas.
- Preparation of maps and demographic data using the Geographic Information System (GIS).

## **5. Information Technology**

The City of St. Charles created its first Information Technology Department in January 2007. Due to the expanded growth of technology within the City an official department was deemed necessary to operate and maintain the City's technology. The Information Technology Department includes the Web site development and maintenance and the City government TV Division.

The IT department serves a staff of approximately 450. In addition, the department maintains two-dozen servers, several hundred printers and other peripherals. IT employs two (2) full time technicians. The IT Department maintains services at 23 City locations, including all Fire Stations, the Water Plant, the Street facility, six schools with DARE officers, Tourism, Police Department, City Hall, and other City owned facilities.

The Information Technology Department is currently in the process of a major network upgrade that will carry the City into the global economy and future. The web site is currently under reconstruction that will include a new name. In late summer, the new website can be located at [www.stcharlescitemo.gov](http://www.stcharlescitemo.gov). The City website redesign will include many new features accommodating community and visitor needs.

**Channel 118.2 is the new channel replacing** Channel 20 which provides programming for citizens covering City events, services, meetings, and public service announcements. Please note the change from Channel 20.

## **6. Parks Department**

The City's Parks and Recreation Board is appointed by the Mayor with the approval of the City Council. The board shall consist of nine (9) members. All taxes collected from the tax for parks and recreation shall be used for the general operation of parks and recreation grounds, facilities and programs.

The City's Parks and Recreation Department consists of approximately 20 full-time employees. The department proudly serves our residents with 19 parks comprised of 660 acres. The department is committed to providing quality park facilities for your enjoyment and experience.

We encourage you to participate in the leisure activities of your choice. Whether you choose to take a walk in a park, play a sport, swim at one of our aquatic facilities or enjoy a community event, you can benefit from a wide range of recreational experiences.

## **7. Administration**

This City's Department of Administration consists of 3 full-time employees. The Director of Administration shall be responsible to the Mayor for the administration of all City affairs placed in the Director of Administration's charge by the Mayor or under this charter. The Director of Administration shall be the principal managerial aide to the mayor and shall perform such duties as may be assigned by the Mayor. Subject to the direction of the Mayor, duties shall include supervision of all departments, officers and employees of the city, advice to the Mayor on all administrative matters and performance of other duties as assigned by the Mayor or this charter.

## **8. Legal**

The Department consists of the City Attorney, Assistant City Attorney and Legal Secretary. The Department of Law and the appointed position of City Attorney are established by City Charter. The Department of Law does not provide legal advice to the public.

The duties of the City Attorney are to represent the City in all legal matters and provide advice to the Mayor, Council, individual councilmembers and committees, department directors, and boards and commissions concerning any legal questions affecting the City's interest. Attorneys in the Department draft and review bills, ordinances, resolutions, contracts, deeds, conveyancing instruments, opinions and other writings which affect the City's interests as well as represent the City in court.

## **9. Tourism**

The Greater Saint Charles Convention and Visitors Bureau was developed to promote the hospitality industry in the Greater Saint Charles area, and to encourage economic growth by providing quality service to the visitor and the convention delegate. The bureau is governed by an 11 member Tourism Commission.

The staff is composed of the following full time positions: Director, Senior Sales Manager, 3 Sales Managers, 3 Administrative Assistants, 1 Communications Manager, and a Web/Marketing Manager. In addition, there are a number of part-time positions whose functions are various capacities from budgeting, to grant management and payroll, and assorted tour guides and trolley drivers.

The Bureau operates on an annual budget of approximately \$2.6 million with funding for operations coming predominately through a tourism tax which is 1% on food and lodging. There is a county wide room tax of 5% which is ear marked for the debt service of the convention center bonds and is under the auspices of the Saint Charles Convention and Sports Authority. None of the collections from the County-wide room tax directly benefit the Bureau. There is a room tax of .75% which is also directed to the revenue stream of the Convention Bureau.

In addition to the tourism tax and room tax of .75%, the Convention Bureau has a small number of hotels outside the City's jurisdiction who voluntarily remit the 1% tax. That group is likely to dwindle in the near future. Added to the voluntary source of income for the Convention Bureau are the funds received on an annual basis from the Missouri Division of Tourism grants. On average those funds have usually been in the range of a low of \$125,000 to a high of about \$195,000.

The various departments of the Bureau are aimed at capturing business from a number of target market segments. Those segments are group tours/motor coach, conventions, conferences, meetings, leisure tourists (both overnight and day trips), sports and special events. Our three (3) Sales Managers divide the different categories and focus their attention on the segments they are assigned. Most of the advertising resources are aimed at leisure tourists through a variety of media ranging from television and cable TV to outdoor magazines. We tend to focus on strong feeder markets such as metropolitan St. Louis, Springfield, and western Missouri, as well as Springfield, Illinois and other cities within a four hour drive time of Saint Charles. The Visitor's Center provides seven day a week free concierge services. Providing endless information, direction and suggestions of sights and attractions for the visiting public to sample, is a primary purpose of the visitor center and the staff. Our paid staff is supplemented with daily volunteers to help meet the demand of the tourists. Last is the Greater Saint Charles Convention and Visitors Bureau has become the administrative and support source for festivals and events throughout the city. Our staff does the intake and provides the marketing muscle for major events and festivals as determined by the administration.

## **10. Economic Development**

The City's Department of Economic Development (ED) consists of 3 full-time employees and 1 part-time employee. At this time, recruitment is underway for a full-time Retail

Specialist. The ED Department works with the established ED Commission, Mayor, City Council and staff to help promote growth and prosperity in the community. The primary focus of the ED Department is to market the City to potential businesses in the area. Not only is the goal to attract more businesses but to assist existing businesses expand when possible. The department helps new businesses coming to St. Charles find sites and to expedite the construction project for them.

## **11. Finance**

Subject to the direction of the Mayor, the Director of Finance shall have charge of the administration of financial affairs of the City.

The Finance Department is responsible for the organization's accounting system, prescribing the forms of all financial records, receipts, vouchers, bills and claims used by all departments and offices of the City, and the disbursement of monies. The City's Finance Department includes the utility billings administration and is responsible for the following:

- Insuring that all expenditures are proper and that appropriations are not exceeded.
- Certifying, before any contract, order, or other document is executed by which the City would incur financial obligation and that the expenditure is within the purpose of the appropriation and the work program contemplated thereby.
- There is sufficient unencumbered balance in the appropriation account and in the proper fund to pay the obligation.
- Approve Payments. Pre-audit and approve before payment of all bills, invoices, payrolls, and other evidences of claims against the City, and draw and sign checks for the payment of all such valid claims, with countersignature by the mayor.
- Audit Accounts. Inspect and audit any accounts or records of financial transactions which may be maintained in the director of Finance Department and in any other department or office of the city.
- Collect Revenues. Collect or provide for the collection of all taxes, special assessments, license fees, and other revenues or monies due the city from any source whatsoever; and receive from the various departments and offices all fees, revenues, and monies collected by them.
- Treasurer. Serve as treasurer for the city, and deposit all funds coming into the Director of Finance's custody in such depositories as may be designated by the City Council. All such funds shall be secured in accordance with law and ordinance.
- Investments. Make and have custody of all investments of the City, including those held in a fiduciary capacity, under such regulations as the council may prescribe.
- Budget. Compile the information required for preparing the budget, and assist the Mayor in its preparation.



- **Assessment of Taxable Property.** Arrange for the assessment of all taxable property within the City in the manner provided by the City Council and in accordance with law.

In addition, the City also has a Purchasing Agent. Pursuant to regulations established by ordinance, the Purchasing Agent shall contract for, purchase, store, and distribute all services, supplies, materials, and equipment required by any department or office of the City, except boards and commissions which may be exempt by law from such regulations. The City Council may establish regulations under which the purchase of designated materials and equipment may be exempt from central purchasing regulations.

## **12. Human Resources**

The City's Human Resources Department (HR) consists of four (4) full-time staff members, which include the Department Director, Senior Generalist, a Generalist, and a Clerk. The HR Department provides support to all City personnel to help maintain compliance with employment laws such as the FLSA, Workers Compensation, COBRA, EOE, ADA, FMLA, discrimination laws, harassment laws, Section 125 (Flexible Spending Accounts and Medical Spending Accounts), HIPPA, Uniformed Services Employment and Reemployment Rights Act, as well as State laws, City regulations and policies.

HR is an integral part of the recruitment, interviewing, hiring, employee orientation, employee development, City-wide training programs, benefits administration, retirement planning, progressive discipline, grievances, compensation planning, job analysis, classification of positions, supervisory training, labor negotiations, and employee relations. The HR staff maintains employee records, health information related to employment, payroll records, status history, attendance information related to vacation, sick and holiday time. When termination of employment is recommended by a Department Director, HR has a role in reviewing the events leading up to termination and insuring compliance with applicable policies and laws. HR works in conjunction with all departments to determine policies and procedures for the City.

## **13. Municipal Court**

The City has a Municipal Court which shall have jurisdiction to hear and determine all cases arising under this charter or the ordinances of the City, and to assess punishment as therein provided. The Municipal Court shall be presided over by one (1) or more judges, as determined by ordinance. There shall be the right of appeal to the Circuit Court. The Municipal Court may punish contempt of court by fine not exceeding fifty dollars or by imprisonment not exceeding ten days, or both. It may enforce its orders and judgments as a court of record may, and render final judgment on any forfeited bond or recognizance returnable to such court, subject to appeal as in other cases.

## **Key Issues and Challenges**

Listed below are just a few of the topic or areas of interest that the SPG should consider addressing going forward:

**1. Public Infrastructure.**

The nation's report card for municipal infrastructure from roadways and bridges to sewer and water mains has been given a "D" grade. Renovation of infrastructure can be costly in addition to stricter unfunded federal environmental regulations; municipalities across the United States are being faced with increasing preventative maintenance programs and increased capital improvements. The City will have to continue to spend considerable resources to maintain and improve all of our infrastructure.

**2. Redevelopment.**

Growth within the community is imminent. Opportunities and potential currently exist for redevelopment within our community. Several areas have been noted in this Fact Book. How do we advance this initiative? What challenges will need to be met?

**3. Mass Transit.**

Residents of the City are served in a limited way by mass transportation. Mass transit is crucial to the area because of the growth explosion which has produced heavy traffic volumes. St. Charles Area Transit (SCAT) is a bus service available to all residents. With the cost of fuel continuing to rise, is this the appropriate time to revisit the mass transit issue?

**4. Retaining our Historical Heritage.**

The history of this great City is well documented. The Historic Main Street and Frenchtown areas are vital to our community's success going forward. How can we protect and strengthen this heritage? Are there ways to incorporate economic development, cultural, and leisure opportunities into our strategic plan for these areas?

**5. Transparency in Local Government.**

How can local government officials continue to and/or improve upon the public's access to the public policy decision-making process? Are there other ways to more effectively communicate with the community on public issues?

**6. Community Pride and Image.**

Someone once said, "Image is everything!" Are there ways to improve upon the image and appearance of our community? What do we want to be known for in the future? Beautification is a topic that comes up repeatedly. Are our property maintenance codes adequate? Are there ways to improve upon public education and enforcement, when necessary? What can be done to improve the appearance of the entrances into the City?

#### **7. Revenues for Operations.**

The City is an estimated \$100 million corporation. The citizens have come to expect high levels of public service. How do we continue to make our public services second to none? Are there ways to improve upon the services provided? Likewise, are there new and/or additional services that we can provide? Everything costs \$\$\$\$. How do we protect our current revenue sources, while ensuring these services are affordable?

#### **8. Riverfront Development.**

The Missouri River is the "front door" to our community. Is this the opportune time to encourage, support and maximize opportunities for the development of our river front?

#### **9. Parks and Recreation.**

The City has an already great parks system, with a wide-range of both passive and active recreational opportunities. In short, how can we make it even better?

#### **10. Development of Partnerships.**

All successful communities have partnerships with other local entities (public/private). How can the City build better relationships with our School Districts, University, hospital, etc.?

#### **11. Housing.**

The topic of housing has come up at every forum to-date. There are varying opinions on this subject. How do we incorporate a housing element into our strategic plan? What should be in the plan?

#### **12. Annexation.**

Are there opportunities for annexation of unincorporated areas in order to grow the community and economy? Is this a priority? If so, what are the challenges to creating a sound annexation plan?

#### **13. Economic Development.**

How do we retain and attract businesses? What local incentives will be needed in the current environment where cities are competing for a finite number of companies? Do we have a qualified workforce?

#### **14. Going Green.**

How do we develop ways to improve our environment and become a more energy efficient City and Organization?

#### **15. Regional Tourism.**

Is this the time to investigate developing a regional tourism strategy? St. Charles County specifically has so much to offer in terms of attractions and as a destination place. How can we capitalize on this situation?